DOCUMENT RESUME

ED 226 751 IR 050 119

AUTHOR Breivik, Patricia Senn; And Others
TITLE Colorado Academic Library Master Plan, Spring 1982.
INSTITUTION Colorado State Library, Denver.
PUB DATE 82
NOTE 56p.
PUB TYPE Guides - Non-Classroom Use (055)

EDRS PRICE MF01/PC03 Plus Postage.
DESCRIPTORS *Academic Libraries; Cataloging; Higher Education; Interlibrary Loans; Library Acquisition; Library Administration; Library Automation; *Library Cooperation; Library Instruction; *Library Networks; Library Role; *Library Services; Postsecondary Education; Program Implementation; *Statewide Planning
IDENTIFIERS *Access to Information; *Colorado

ABSTRACT

Based on a need to assess current library strengths and weaknesses and to project potential library roles in supporting higher education, this master plan makes a series of recommendations to Colorado's academic libraries. It is noted that the plan was endorsed by both the Colorado Commission on Higher Education and the Colorado State Department of Education in May 1982. A history of the master plan, a list of master plan committee members, introductory material, and the mission and role statements of Colorado's academic libraries precede a summary of the recommendations made. The recommendations themselves, with background statements, are presented in six sections, covering: (1) access to information (11 recommendations); (2) library collection development (2 recommendations); (3) library services, including bibliographic instruction and guidance in research methodology and database searching (8 recommendations); (4) networking, including cooperative acquisitions, automated cataloging, and interlibrary loan services (5 recommendations); (5) the administration of library services and resources (4 recommendations); and (6) master plan implementation and maintenance (4 recommendations). Appendices comprise the Colorado academic libraries' reciprocal borrowing agreement, and guidelines for access policies, collection development policies, and bibliographic instruction in academic libraries. A glossary and a list of recommended agencies for master plan implementation are also provided. (Author/ESR)

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COLORADO ACADEMIC LIBRARY MASTER PLAN

Spring 1982

Funds for the preparation of this report were provided, in part, by the Library Services and Construction Act (LSCA), Title III, administered by the Colorado State Library.

IR050119

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COLORADO ACADEMIC LIBRARY MASTER PLAN

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HISTORY OF MASTER PLAN

In the spring of 1980 the Colorado Commission on Higher Education (CCHE) observed that academic libraries were not included in the current Colorado Higher Education Master Plan,* and subsequently CCHE took the initiative in requesting the development of an academic library master plan for Colorado. At a meeting which included representatives of the Colorado Commission on Higher Education, the State Department of Education, and the Colorado Library Association, it was decided to have co-chairpersons: one from the Colorado Alliance of Research Libraries (CARL) and one from the Colorado Council of Academic Libraries (CCAL). It was also decided to have a resource/liaison team of three to work with the committee: one each from Colorado Commission on Higher Education, the Colorado State Library (CSL) and the Association of Public College and University Presidents (APCUP). Other committee members were chosen by the co-chairpersons with suggestions from CCHE and CSL to provide a balanced representation by size, type, and geographical location of academic libraries.

Purpose of Study

The purpose of the academic library master plan was determined at a meeting held October 14, 1980. In attendance were Patricia Breivik, co-chairperson from CARL; Anne Marie Falsone, CLS; Mike Herbison, co-chairperson from CCAL; Marcia Ingerson and Charles Manning, CCHE. This stated purpose was:

> To assess current strengths and weaknesses of academic libraries in the State, and to project the potential roles of academic libraries in support of higher education in Colorado.

It was agreed that the study should include implementation plans to achieve success in fulfilling the defined roles, that indications of needs and/or opportunities which transcend the capabilities of individual institutions should be provided, and that non-State supported academic libraries and other libraries should be considered as appropriate.

This group also determined that the library plan, or parts thereof, should eventually be included in the master plans of the Colorado Commission on Higher Education and the State Library with the understanding that, if editing or excerpting from the plan was needed for use in such documents, such efforts would be negotiated with the Planning Committee so that a mutually acceptable document would result. Endorsements by other key groups such as APCUP, the Colorado Association of Community and Junior College Presidents (CACJCP), and academic governing boards were also to be sought.

The Colorado Academic Master Plan Committee held its first meeting during the Colorado Library Association's annual conference in Durango, on November 6, 1980. Based upon comments and suggestions received at a session open to all conference participants, the Committee adopted the following objectives for the Master Plan:

*A Plan and a Process for Postsecondary Education in Colorado: 1978-79 through 1982-83, Access and Quality.

1. to view the academic libraries of the State as related parts of a whole, each providing access to the resources of all;

2. to focus and highlight problem areas and areas for cooperation among all academic libraries;

3. to provide a vehicle for self-examination of library role and mission;

4. to establish a means for effectively coordinating academic library concerns with external agencies and institutions;

5. to provide an organized mechanism for libraries to enter the decision-making process in matters affecting libraries, research and instruction; and

6. to provide focus, direction, and guidelines for long-range planning of individual academic libraries.

Funds for the preparation of this report were provided in part by the Library Services and Construction Act (LSCA), Title III, administered by the Colorado State Library.

The planning process was completed between November 6, 1980, and early Spring of 1982. In the Fall of 1981 drafts were sent to all library directors and subsequently an open meeting was held at the Colorado Library Association conference. Copies of the next draft were sent to all university and college presidents in addition to their library directors and members of other concerned groups. Presentations to concerned organizations were scheduled starting in December.

COLORADO ACADEMIC LIBRARY MASTER PLAN COMMITTEE

Charles Bandy, Director
Denison Memorial Library
University of Colorado
Health Sciences Center
Denver, Colorado

*Patricia Senn Breivik, Director
Auraria Library and Media Center
University of Colorado at Denver
Denver, Colorado

John Garralda, Director
Leslie J. Savage Library
Western State College
Gunnison, Colorado

*Michael Herbison, Director
Library
University of Colorado at
Colorado Springs
Colorado Springs, Colorado

Marcia Ingerson, Director
of Special Academic Programs
Colorado Commission on Higher
Education
Denver, Colorado

Claude J. Johns, Jr.
Dean of Library Services
The James A. Michener Library
University of Northern Colorado
Greeley, Colorado

Beverly Moore, Director
Library Division, LRC
University of Southern Colorado
Pueblo, Colorado

Julian Murphy
Vice President for Academic
Affairs
Fort Lewis College
Durango, Colorado

John Runkel, Regional Director
for Educational Programs
Department of Education
Denver, Colorado

Andrew D. Scrimgeour, Director
Ira Taylor Library
Iliff School of Theology
Denver, Colorado
(Replaced Lt. Benjamin C. Glidden)

Muriel Woods, Director
Learning Materials Center
Community College of Denver,
Red Rocks Campus
Golden, Colorado

**Anne Marie Falsone
Assistant Commissioner
Office of Library Services
Colorado State Library
Denver, Colorado

**Frank Armijo, Associate Executive
Colorado Commission on Higher
Education
Denver, Colorado
(Replaced Charles Manning)

**Geraldine Bean,
Executive Secretary
Assoc. of Public College and
University Presidents
Denver, Colorado

*Co-chairpersons
**Resource/Liaison Team

INTRODUCTION TO THE MASTER PLAN

It is timely to have a thorough consideration of academic libraries in Colorado. Factors which contribute to this need include:

- the information explosion
- the rapid obsolence of knowledge
- technological advances in
  - telecommunications
  - computerization
- tightening economies
- unusually high inflation rates on library materials
- the impact of the rapid population growth in the State
- the great diversity in students' academic abilities
- the need to individualize the learning process
- increased adult learning

These factors affect libraries at both public and private institutions in Colorado and argue for a reexamination of the role of all academic libraries in higher education. Such an effort, however, can be meaningful only if academic libraries are examined not as entities in themselves but rather as an integral part of the educational process. Traditional measurements of linear feet of shelving or number of books and microforms cannot be significant apart from their being a means to accomplishing stated educational goals and objectives. This master plan represents a major step in the reexamination of the educational role of Colorado's academic libraries.

At the heart of the State of Colorado's effort to provide all its citizens with quality and equitable higher educational opportunities are its campus libraries, which serve primarily their students and faculty but also serve as a valuable resource to the citizens of Colorado. The libraries and media centers, individually and collectively, support the goals of their institutions to provide quality instruction, public service and research. Their efforts are enhanced by cooperative library activities which offer selective access to print and non-print resources of the entire State and nation.

The master plan is written within the conceptual framework that the Colorado academic libraries are related parts of a whole, each providing access to the resources of all. While recognizing the necessity for basic collections and services on each campus, the plan also acknowledges existing variations in depths of collections (related to academic programming) and the need to build on those strengths. Moreover, consideration is given throughout to the relationship of academic libraries to other types of libraries, library organizations, and the Colorado Regional Library Service Systems with which most of the academic libraries are affiliated.

The master plan consists of a series of recommendations which are divided into five related and overlapping sections: access, collection development, library services, networking, administration, and master plan implementation and maintenance; a brief definition of each is given in the "Summary of Recommendations" section. The recommendations do not represent a comprehensive list of concerns facing academic libraries (e.g. no reference is made to physical plant or operational budget requirements). Rather each recommendation identifies some course of action which is needed and should be undertaken. In addition, a few recommendations incorporate goals which are so important that attention must be called to them even though a prescribed activity and time frame for implementation cannot at this time be offered. To provide an overview of the plan, the recommendations are listed in the summary section at the front of the plan; however, it is necessary to read the background statements for fuller understanding.

The plan of action designed into the master plan is one of distributed responsibility; to coordinate the activities a Colorado Academic Library Committee will be established. Distributed responsibility for implementation is seen as both necessary and desirable for three reasons: (1) the improbability of significant additional funding for the activities outlined, (2) the expertise available through existing special interest groups within the academic library community, and (3) the belief that by involving more of the academic library community in its implementation, the master plan would receive broader support.

In addition to library groups, the nature of certain recommendations require them to be directed toward institutional administrations, governing boards, or State agencies. Frequently the cooperation of individual institutions or governing boards is required for successful accomplishment of recommendations for each library is intimately tied to its own institution despite the need for Statewide cooperation in order to best serve faculty and students. For a list of those recommended to assume these responsibilities, see the final page of this document.

All activities outlined in the master plan are designed to be complementary to existing institutional and State operational procedures and protocals.

It is the conviction of those who prepared this master plan that it will provide a useful basis for library planning on each campus and that it will serve as a major step in fully utilizing academic libraries to accomplish the educational goals of the State of Colorado and thereby better serving its citizens.

COLORADO ACADEMIC LIBRARIES

Mission Statement

At the heart of the State of Colorado's effort to provide all its citizens with quality and equitable higher educational opportunities are its campus libraries, which serve primarily their students and faculty but also serve as a valuable resource to the citizens of Colorado. The libraries and media centers, individually and collectively, support the goals of their institutions to provide quality instruction, public service and research. Their efforts are enhanced by cooperative library activities which offer selective access to print and non-print resources of the entire State and nation.

The academic libraries of the State are committed to provide the needed resources and the opportunities necessary for students to become effective information consumers, to enhance their formal education and to prepare them for lifelong learning.

Role Statement

To support their individual institutions of higher learning in fulfilling their functions and obligations, Colorado academic libraries will provide:

1. resources and professional/technical assistance which complement and support existing and developing programs;

2. access to the intellectual and cultural heritage of Colorado, the nation, and civilization at large;

3. information services necessary for knowledgeable decision making in the academic, business and civic communities; and

4. opportunities for people to become efficient information consumers.

SUMMARY OF RECOMMENDATIONS

ACCESS

- The means of identifying, locating, cataloging, delivering, and receiving information.

Recommendation #1

A written policy on user access should be developed by September 1, 1983, by each academic library in the State based upon the access policy guidelines developed by the Association of College and Research Libraries. (See Appendix A.) Each statement will be on file at the State Library, be available to the entire library community, and be reviewed periodically by the respective institutions.

Recommendation #2

A standard written agreement for reciprocal borrowing among academic libraries will be available on a Statewide basis for endorsement by libraries by Fall, 1983. (See Appendix B for sample.) The initiative for developing the statement of agreement and the subsequent coordination of the agreements will be the responsibility of the Colorado Council of Academic Libraries.

Recommendation #3

To ensure access to in-depth information in each HEGIS area, bibliographic data on the strongest collections in the State in each subject area will be converted to machine readable form following adopted stanaards for format and content as soon as possible. Based upon a study of most academic library collections in the State currently being conducted by the University of Colorado at Boulder Library, the Colorado Alliance of Research Libraries will make recommendations for retrospective conversion of key collections on a Statewide basis for submission to the Colorado Academic Library Committee. The Committee in turn will develop a plan and subsequently seek funding for its implementation.

Recommendation #4

Because of the quality of their collections or because of their being a major library in their Regional Library Service System, some libraries provide services to other libraries in the State and must be compensated accordingly. The Colorado State Library (CSL), with adequate input from academic libraries, will provide leadership in developing a comprehensive plan to accomplish this objective. In the interim, full funding of allocations made through CSL for net interlibrary loans of materials is a desirable objective.

Recommendation #5

A Colorado union list of periodicals' titles and holdings, based on an acceptable data base service will be developed. Current efforts to obtain Library Services and Construction Act funding for this purpose will be continued.

ACCESS (con't)

Recommendation #6

A task force will be established under the auspices of the Rocky Mountain Online Users Group to identify problems and develop guidelines for cooperative activities related to online data base searching. A task force report will be submitted by January, 1983 to the Colorado Academic Library Committee for review and implementation.

Recommendation #7

All academic libraries should provide their faculty and students with access to online data bases. Ways should be sought to reduce economic barriers to such access.

Recommendation #8

A single place on each campus to identify the locations of all information resources (print and non-print) should be provided through the library in order to promote quality learning and research.

Recommendation #9

A task force will be established under the auspices of the Colorado Council of Academic Libraries to develop a comprehensive plan for the effective utilization of non-print materials with particular emphasis on identifying needed cooperative activities. This report will be submitted by Spring, 1984, for review and possible implementation by the Colorado Academic Library Committee. This will be done in cooperation with the Regional Library Service Systems.

Recommendation #10

A study will be made of how academic libraries can assist in satisfying the information needs of their general and business communities without impairing service to their faculty and students. The Colorado Academic Library Committee will initiate a study to identify the magnitude of problems and strategies for addressing the needs.

Recommendation #11

A communications and document delivery system connecting all academic libraries in Colorado must be a long-term objective. As an immediate objective, the State Library will encourage the appropriate Regional Library Service Systems to extend the present courier network south to Pueblo by October 1, 1982.

COLLECTION DEVELOPMENT

- The selection, acquisition and preservation of library materials.

Recommendation #1

Each academic library in the State should, in cooperation with faculty and administration, produce a written collection development policy at the earliest possible date, but no later than 1985. Each policy statement will be on file at the State Library, be available to the entire library community, and be reviewed periodically by the respective institution.

Recommendation #2

In order to extend the benefits of cooperative acquisitions as experienced by Colorado Alliance of Research Libraries, CARL's Colorado Organization for Library Acquisitions with appropriate Statewide representation from non-members will develop models for cooperative acquisitions on either a State or in-State regional basis. This activity will begin as soon as collection development policies in a standard format are established at a significant number of academic libraries.

LIBRARY SERVICES

- The instruction in the use of libraries, information resources, and educational technology, as well as guidance in research methodology and data base searching provided by libraries to faculty, students and the general public.

Recommendation #1

All graduates from institutions of higher learning in Colorado should acquire competency in the use of libraries and information resources, including modern methods of technological information retrieval.

Recommendation #2

The adequacy of library materials and other information resources as well as instruction in their use should be addressed by individual institutions and governing boards in any guidelines for evaluating their academic programs.

Recommendation #3

Library directors should encourage cooperative program development for instruction in the use of libraries among groups of libraries with similar clientele, and should encourage the adaption and implementation of such programs in keeping with the unique needs of their individual institutions.

Recommendation #4

The Colorado Council of Academic Libraries, in cooperation with the Colorado Library Association's Library Instruction Round Table, will organize a task force to identify and, as necessary, develop models and guidelines for fully developed programs of library instruction. These programs will be made available on a Statewide basis.

LIBRARY SERVICES (con't)

Recommendation #5

In order to explore the potential role of academic libraries in promoting quality education, the Colorado Academic Library Committee in cooperation with the Colorado Commission on Higher Education will sponsor a conference in the Fall of 1983 on "Integrating Libraries Into the Educational Mainstream," which will bring together teams of three (one librarian, one classroom faculty member, and one academic officer at the vice president or dean level) from each participating institution. Furthermore, the proceedings and recommendations of this conference will be distributed throughout the State.

Recommendation #6

As a follow up to the State Conference on "Integrating Libraries Into the Educational Mainstream", the Colorado Academic Library Committee in cooperation with the Colorado Commission on Higher Education will facilitate the formation of a task force made up of a representative group of classroom faculty, librarians, and media specialists to develop a series of models for promoting curriculum/classroom faculty development. The report on these models will be widely distributed in the State for use as desired by individual campuses.

Recommendation #7

Statewide activities on educational technology should specifically address the role of academic libraries, as appropriate, in relation to the future of such technology in higher education. To accomplish this the Colorado Academic Library Committee will keep informed of such activities and seek appropriate representation.

Recommendation #8

Libraries should cooperate and actively seek involvement in campus activities directed at use of educational technology for instruction both on and off campus.

NETWORKING

- The structures required for cooperative acquisitions, and automated cataloging and interlibrary loan services.

Recommendation #1

All academic libraries not presently taking advantage of a bibliographic utility should, at the earliest date, begin participation with the Online Computer Libraries Center (OCLC) system or another national bibliographic utility which allows interfacing with OCLC.

NETWORKING (con't)

Recommendation #2

The online catalog developed by the Colorado Alliance of Research Libraries should be implemented promptly with support and financial backing as appropriate from individual institutions, governing boards, the Colorado Commission on Higher Education and the State Department of Education.

Recommendation #3

Once the online catalog is fully operational, a plan including costing, joining, and organizational options which will allow other academic libraries to come online will be developed. This plan will be widely distributed, discussed thoroughly, and modified as needed by the end of the second year of operations so that other libraries may participate in the online catalog.

Recommendation #4

In order to secure funding for developmental and major capital purchases for automation and networking projects which are consistent with the Colorado Academic Library Master Plan and which go beyond what can be funded by an individual governing board, the Colorado Academic Library Committee, will with the approval of the institutional governing boards, facilitate cooperative efforts among the governing boards, the Colorado Commission on Higher Education and the Colorado State Library in obtaining funding from all appropriate sources.

Recommendation #5

National standards for bibliographic record format and content should be adhered to in future networking efforts in Colorado in order to permit the interfacing of networking activities in the State and on a national basis.

ADMINISTRATION

- The coordination and development of library services and resources.

Recommendation #1

Publicly supported academic institutions and their governing boards should be supportive of the existing framework for acquisitions budget planning as provided in the Association of Public and University Presidents' acquisitions funding formula. In addition, special provision must be made for retrospective purchasing when new degree programs are approved by the Colorado Commission on Higher Education or when new certificate programs are approved by the State Board for Community Colleges and Occupational Education. The formula should also serve as a valuable guideline for private institutions.

ADMINISTRATION (con't)

Recommendation #2

Guidelines developed by individual institutions and the Colorado Commission on Higher Education for State funded organized research should include assessment of and provision for required library resources and services.

Recommendation #3

An equitable academic library staffing guideline is needed. One is currently being developed by the Association for Public College and University Presidents' Formula Financing Library Sub-committee and should be completed as quickly as possible.

Recommendation #4

A plan for a continuous staff development program responsive to the needs of all types of academic library personnel will be developed by the College and University Division of the Colorado Library Association (CLA). By spring of 1983 this plan will be submitted to the CLA Executive Board for review prior to implementation by CLA.

MASTER PLAN IMPLEMENTATION AND MAINTENANCE

- The means by which the master plan can be effectively implemented and updated.

To plan effectively for future development and to coordinate progress, academic libraries' relationships with appropriate State agencies and groups need to be formalized. To accomplish this the following actions will be taken:

Recommendation #1

Each institution should include library goals and objectives in its campus master plan. These should contribute to and be reflective of the Colorado Academic Library Master Plan.

Recommendation #2

Incorporation of the Colorado Academic Library Master Plan (CALMP) into the Colorado Commission on Higher Education and the Colorado State Library master plans will be actively sought. Endorsement and adoption, as appropriate, of CALMP by academic governing boards, the Association of Public College and University Presidents, and the Colorado Association of Community/Junior College Presidents will be actively sought.

Recommendation #3

A change in procedure will be actively sought so that academic representation on Colorado Council for Library Development (CCLD) will be selected by the State Board of Education from nominees for each position recommended by the Colorado Council of Academic Libraries and forwarded to the Board by CCLD.

MASTER PLAN IMPLEMENTATION AND MAINTENANCE (con't)

Recommendation #4

A Colorado Academic Library Committee will be established to facilitate the implementation and updating of the master plan and to report accordingly to the academic community. The Committee will continue to identify and analyze problems of general concern to academic libraries, calling attention to the same and suggesting solutions as appropriate.

RECOMMENDATIONS WITH BACKGROUND STATEMENTS

ACCESS

- The means of identifying, locating, cataloging, delivering, and receiving information.

Recommendation #1

A written policy on user access should be developed by September 1, 1983, by each academic library in the State based upon the access policy guidelines developed by the Association of College and Research Libraries. (See Appendix A.) Each statement will be on file at the State Library, be available to the entire library community, and be reviewed periodically by the respective institutions.

Recommendation #2

A standard written agreement for reciprocal borrowing among academic libraries will be available on a Statewide basis for endorsement by libraries by Fall 1983. (See Appendix B for sample.) The initiative for developing the statement of agreement and the subsequent coordination of the agreements will be the responsibility of the Colorado Council of Academic Libraries.

Background

Academic libraries in Colorado have generally supported total access to information for both the academic and non-academic community within the limitations of the libraries' resources. Furthermore, academic libraries have participated in a number of projects to improve access. For example:

1. State supported institutions have loaned directly to students of other State supported colleges.

2. Members of Colorado Alliance of Research Libraries have directly loaned to students in other member libraries, including a private university and a public library.

3. Most State supported academic institutions are members of Regional Library Service Systems which provide cooperative interlibrary services to all types of libraries within a designated geographic area. Some system programs involve direct access.

4. Many libraries have developed cooperative agreements with a limited number of other academic, public, school, or special libraries, generally within a local geographical area.

5. Most of the academic libraries are also participating in the development of the Colorado Union Catalog which includes the holdings of libraries of all types.

6. Most academic libraries are involved in one or more State, regional and/or national computerized bibliographic networking systems. This permits a wide variety of access points for users.

Statewide access is essential to satisfy users' requests for information. However, reciprocal borrowing to provide that access necessitates consideration of additional facts, including the following:

1. Each library must have a basic collection and cannot expect other libraries to compensate for a weak base collection.

2. A user's frequently limited time is further reduced when information is not available on campus.

3. There are additional costs for a library in providing document delivery to outside users.

The private academic libraries in the State have unique problems in providing direct access, as they are under no obligation to serve people who are not members of their faculty and student body. This situation must be addressed by any policy on access. Also, resolution #7 of the Colorado Governor's Conference on Library and Information Services recommends that the law "be revised to allow full and equal participation of privately supported libraries in Regional Library Service Systems."

Recommendation #3

To ensure access to in-depth information in each HEGIS area, bibliographic data on the strongest collections in the State in each subject area will be converted to machine readable form following adopted standards for format and content as soon as possible. Based upon a study of most academic library collections in the state currently being conducted by the University of Colorado at Boulder Library, Colorado Alliance of Research Libraries will make recommendations for retrospective conversion of key collections on a Statewide basis for submission to the Colorado Academic Library Committee. The Committee in turn will develop a plan and subsequently seek funding for its implementation.

Background

The availability of automated cataloging, periodical holdings, and interlibrary loan services in Colorado libraries has provided new channels of access and promoted resource sharing. These systems are available in all but two of the four-year college and university libraries, in many of the community college libraries in the State, and for those not owning terminals, through the Regional Library Service Systems' offices. The major problem in providing access to the resources in the State is the need to convert the records for libraries' collections acquired before the installation of the automated systems. For the larger libraries this is a task

beyond the capabilities of existing staffs. However, automation is the best method by which libraries can access information in other libraries' collections.

Currently the University of Colorado at Boulder Library is completing an analysis of existing holdings in academic libraries. This analysis could serve as a basis for determining which collections or segments of collections should receive priority for conversion to provide access to in depth collections in each subject area for every citizen in the State. Retrospective conversion of records in at least a selective manner must be a high priority for the next decade.

Recommendation #4

Because of the quality of their collections or because of their being a major library in their Regional Library Service System, some libraries provide services to other libraries in the State and must be compensated accordingly. The Colorado State Library (CSL), with adequate input from academic libraries, will provide leadership in developing a comprehensive plan to accomplish this objective. In the interim, full funding of allocations made through CSL for net interlibrary loans of materials is a desirable objective.

Background

In the Fall of 1981 the funding problems of the Denver Public Library focused attention on the costs of library services. Eventually someone must pay for library resources and services whether the cost be borne by a local government agency, the State or an individual. How funding is provided, however, has a great deal to do in fostering Statewide resource sharing.

If an academic library's services to its faculty and students are not to be diluted, then an equitable method of funding its services to other libraries must be provided. Moreover, it is not reasonable to expect those institutions and governing boards, which have made adequate provisions for their campuses, to assume wider responsibilities for the State without their libraries' being adequately compensated so that on-campus services are protected. Unless an equitable funding method can be developed, the goal of viewing academic libraries as related parts of a whole with each providing access to the resources of all will not be reached.

The Colorado State Library (CSL) is currently reviewing existing compensation policy, and it is hoped that a plan, which adequately encompasses the needs of academic libraries, will be completed during 1982. (Attention must be given to interlibrary reference services as well as to resource sharing.) Such a plan should receive widespread support from higher education. In the meantime the CSL net lending program should be strengthened. Various studies document that responding to an interlibrary loan request costs between $2.00 to $12.00 depending upon the cost factors included (e.g., whether such costs as overhead costs and staff time are included). The four dollar figure, currently accepted within the State as the cost of an interlibrary loan transaction, was selected by the State Library as being an equitable yet conservative figure.

However, the Colorado General Assembly has not adequately funded the program and payments have been prorated. Concerted efforts by Colorado State Library, Colorado Commission on Higher Education, State Board for Community Colleges and Occupational Education and governing boards should be directed at full funding of this program.

Finally, it should be recognized that, while Statewide demands for interlibrary services fall particularly heavily on the large research libraries, the same problem also exists for academic libraries which are the largest library in their Regional Library Service Systems, because under interlibrary loan protocols libraries must seek materials within their system before going elsewhere in the State. Thus, the University of Southern Colorado Library, which is one of the chief resources for the Arkansas Valley System, during 1980/81 loaned 197 items to school libraries and 283 items to public libraries. Similar situations exist for other academic libraries such as Western State College, Fort Lewis, Mesa and Adams State.

Recommendation #5

A Colorado union list of periodicals' titles and holdings, based on an acceptable data base service will be developed. Current efforts to obtain Library Services and Construction Act funding for this purpose should be continued.

Background

Academic libraries have a number of computer-based serials' lists providing information about the holdings of other institutions. However, the contents of these lists are not comprehensive or consistent. A Colorado periodicals' list should be developed based on an acceptable data base service and should include the holdings of all academic and research collections in the state.

Statistics indicate that the larger the periodicals' collection held by a library, the heavier are the interlibrary loan requests placed on that library. Either protocals should be developed within the academic library community that will more equitably distribute the interlibrary loan requests, or a means should be found for adequately compensating libraries which carry the heavier responsibilities.

Recommendations #6

A task force will be established under the auspices of the Rocky Mountain Online Users Group to identify problems and develop guidelines for cooperative activities related to online data base searching. A task force report will be submitted by January, 1983, to the Colorado Academic Library Committee for review and implementation.

Recommendation #7

All academic libraries should provide their faculty and students with access to online data bases. Ways should be sought to reduce economic barriers to such access.

ACCESS (con't)

Background

With almost 1,000 online data bases available nationally, computer assisted information retrieval is increasing in Colorado. While not all indexes are available online, in many cases it eliminates the need to spend hours searching through printed indexes and offers more sources from which to obtain information than printed indexes. With the exponential increase of new serial titles, only the online data bases are able to accommodate the corresponding growth of subject indexing. Also, many data bases have no printed version. The most advantageous aspect of computer searching, however, is the boolean logic capability, which enables identification of only those articles which mention all of the specified subjects. This is a major breakthrough for researchers who have been previously confined to a single subject approach with printed indexes.

Because computer assisted research is growing in most academic libraries, a Statewide study of its impact on related services should be conducted, funding alternatives other than fees to users should be explored and plans for cooperative training of staff and/or sharing expertise and access should be developed.

Recommendation #8

A single place on each campus to identify the locations of all information resources (print and non-print) should be provided through the library in order to promote quality learning and research.

Background

Studies show that the single most important factor in the use of information is ease of access. This situation is intensified as conflicting demands increase the pressures on time available for both students and faculty.

The role of libraries as information brokers, connecting users with information regardless of its location or format, will become more important in the future. It will be essential for libraries to cooperate with other departments in their institutions so that information about the location of all campus information resources is available in the library.

Recommendation #9

A task force will be established under the auspices of the Colorado Council of Academic Libraries to develop a comprehensive plan for the effective utilization of non-print materials with particular emphasis on identifying needed cooperative activities. This report will be submitted by Spring, 1984. for review and possible implementation by the Colorado Academic Library Committee. This will be done in cooperation with the Regional Library Service Systems.

Background

Some libraries have developed basic collections of non-print materials while most others are just beginning to collect them. Therefore, planning for effective use of these resources is essential and must include such topics as cooperative

purchasing, resource sharing and delivery systems. To make cooperative purchasing and resource sharing more feasible, union lists of libraries' holdings are needed. The Video Clearinghouse project developed under an LSCA grant by the Boulder Public Library has attempted to provide a union list of video programs available in Colorado libraries and other institutions; a similar service is needed for other formats.

After necessary Statewide guidelines have been developed, individual institutions should develop policies for non-print materials relevant to Recommendations 1 and 2.

Recommendation #10

A study will be made of how academic libraries can assist in satisfying the information needs of their general and business communities without impairing service to their faculty and students. The Colorado Academic Library Committee will initiate a study to identify the magnitude of problems and strategies for addressing the needs.

Background

Access has become a critical issue of the 1980's and been established as the first priority of the American Library Association.

In Colorado, research needs of business, community and unrelated academic groups are placing demands on academic libraries, which are not funded to provide resources for these groups. A study should be conducted to determine actual and potential types of users, range of required resources and services, positive and negative effects on services to students, and other pertinent factors; it should address both ways and means to support present service levels as well as how such services may be extended; this study will then provide a basis for planning and documenting the additional costs of providing access to all citizens of Colorado. Such a study must pay close attention to public libraries, their materials and services: therefore, academic libraries should coordinate the development of the study, its implementation, and the analysis of results with the Regional Library Service Systems.

Recommendation #11

A communications and document delivery system connecting all academic libraries in Colorado must be a long-term objective. As an immediate objective, the State Library will encourage the appropriate Regional Library Service Systems to extend the present courier network south to Pueblo by October 1, 1982.

Background

Interlibrary loan activity has been increasing at a steady rate. For example, from 1978 to 1980, Southwest Library System activity has increased 170%; High Plains, 50%; and Arkansas Valley, 40%.

Document delivery is accomplished by mail or courier. Central Colorado, High Plains, and Plains and Peaks Library Systems provide courier service, connecting and interconnecting 150 libraries. During a one year period 934,482 interlibrary loan transactions were completed by and among these systems' couriers. Funding for the courier service varies but is provided by system funding and participating libraries' fees. At the present time, no courier service exists for the Arkansas Valley System or the three Western Slope systems.

A major problem in information access for students and faculty is document delivery. Possible alternatives include extension of the courier service, telefacsimile transmission and electronic mail. For the short term, an extension of courier service south to Pueblo is the most feasible. Courier service for the Western Slope does not appear to be cost effective at the present time.

For the long term, since libraries of the future will emphasize disseminating information rather than books. it will be necessary to develop communication and delivery systems which are fast, cost effective and efficient. As telefacsimile transmission of data or electronic mail may offer solutions, developments in these areas should be carefully monitored by all libraries in the state.

COLLECTION DEVELOPMENT

- The selection, acquisition and preservation of library materials.

Recommendation #1

Each academic library in the State should, in cooperation with faculty and administration, produce a written collection development policy at the earliest possible date, but no later than 1985. Each policy statement will be on file at the State Library, be available to the entire library community, and be reviewed periodically by the respective institutions.

Background

Recently collection development has received renewed importance in library management. Contributing factors include:

1. the price inflation of printed materials which consistently exceeds the general inflation rate.

2. the exponential growth of information.

3. the decrease in funds available, because both private and public funding agencies are shifting their priorities away from higher education.

4. the increasing availability of computer technologies, permitting sophisticated and efficient assistance in collection management.

Therefore, collection development policies should be written. These policy statements should include the specific mission of the institution as well as an awareness that the basic needs of each academic institution ordinarily must be met by its own library, not through borrowing from other libraries. It is not the intention of resource sharing to permit an academic library, which does not meet the basic needs of its primary constituency, to overcome this inadequacy by relying upon the resources of other libraries.

As a minimum, policies should include these elements:

1. Criteria for the selection, evaluation and weeding of all print and non-print collections.

2. Collection development guidelines that will

   a. meet instructional and classroom needs by providing an adequate range of separate titles to meet course requirements and sufficient duplication of titles in high demand.

b. meet basic needs of students and faculty research required by the degree programs of the institution.

The format for the statements should follow the American Library Association Guidelines for the Formulation of Collection Development Policies. (See Appendix C.)

Developing policies based on these guidelines is a complex task, necessitating careful and detailed work which will be an assignment in addition to the regular workload for those involved in collection development; thus, the target date for completion of this recommendation is set for 1985.

Recommendation #2

In order to extend the benefits of cooperative acquisitions as experienced by Colorado Alliance of Research Libraries, CARL's Colorado Organization for Library Acquisitions with appropriate Statewide representation from non-members will develop a model for cooperative acquisitions on either a State or in-State regional basis. This activity will begin as soon as collection development policies in a standard format are established at a significant number of academic libraries.

Background

Because of the expanding information base and declining budgets. cooperative collection development must be addressed on a Statewide basis. In consultation with the Resource Consultant at the Colorado State Library, a cooperative acquisitions program should be developed. including the assignment of primary collection responsibilities to individual institutions; these assignments are currently recognized by the Statewide Acquistions Formula. A prime example of a successful cooperative acquisitions program is the Colorado Organization for Library Acquisitions. Member libraries have agreed to contribute a percentage of their individual acquisitions budgets to form a cooperative acquisitions fund to purchase expensive research items, where one copy would satisfy Colorado's needs.

However, it is important to recognize the costs of such cooperation: coordinating purchases of materials requires an additional expenditure of time from all involved, time is lost for students and faculty while material is obtained from a distance, and absence of materials from the home library may cause problems there. Also, this type of cooperation cannot substitute for basic collections required at each institution.

As both public and private institutions' libraries share the problem. they must cooperate in arriving at the solution.

LIBRARY SERVICES

- The instruction in the use of libraries, information resources, and educational technology, as well as guidance in research methodology and data base searching provided by libraries to faculty, students and the general public.

Recommendation #1

All graduates from institutions of higher learning in Colorado should acquire competency in the use of libraries and information resources, including modern methods of technological information retrieval.

Recommendation #2

The adequacy of library materials and other information resources as well as instruction in their use should be addressed by individual institutions and governing boards in any guidelines for evaluating their academic programs.

Background

Given the exponential growth of information and the complexities of the means by which information can be accessed, America is rapidly becoming an information rich but knowledge poor society. Instruction in the effective utilization of information within disciplines is critical to both academic research and to the ability of graduates to keep abreast with developments in their fields. Moreover, information handling skills are essential in the development of alert and critical minds.

Official recognition of the importance of instruction in the use of Libraries in higher education is shown by the HEGIS survey which now requests statistics on group transactions and the total number of persons participating in them. However, while most people agree that academic programs must have adequate library resources to support them, traditionally little attention has been given to instruction in the use of these resources. At the institutional, governing board and State levels, the requirement for students to become competent in information handling/research capabilities should be officially endorsed. On campuses where competency requirements exist in areas such as reading, writing and math, library and research related competencies also should be expected as one of the basic literacy skills. As part of their learning experience, students should gain an awareness of the literature of their fields and how to access, evaluate and manipulate it so that they are prepared to continue learning after graduation.

Recommendation #3

Library directors should encourage cooperative program development for instruction in the use of libraries among groups of libraries with similar clientele, and should encourage the adaption and implementation of such programs in keeping with the unique needs of their individual institutions.

LIBRARY SERVICES (con't)

Recommendation #4

The Colorado Council of Academic Libraries, in cooperation with the Colorado Library Association's Library Instruction Round Table, will organize a task force to identify and, as necessary, develop models and guidelines for fully developed programs of library instruction. These programs will be made available on a Statewide basis.

Background

Traditionally academic libraries have been perceived as units which collect, organize and disseminate information. While instruction in the use of library resources is not a new phenomenon, a more dynamic role is required. As the development of library instruction programs requires much time, new staffing patterns should be developed and the cooperative development of these programs among similar institutions should be explored. Such instruction must become an intrinsic part of library services and include appropriate planning. (See Appendix D for the Association of College and Research Libraries' Guidelines for Bibliographic Instruction.)"

The recently formed Colorado Library Association's Library Instruction Roundtable has taken the initial step in coordinating instruction in the use of all types of libraries. Its plan to serve as a clearinghouse for information on such activities and to produce a directory of instructional programs with contact people should provide a foundation in this area. However, academic libraries must go beyond this point. Instruction in the use of libraries must be identified as an essential service by library administrators. Furthermore, librarians should identify instructional models produced nationally which could be used in Colorado; new instructional models should be developed only if they cannot be found elsewhere. Such models should be utilized and/or modified as appropriate to the unique needs of each institution.

Recommendation #5

In order to explore the potential role of academic libraries in promoting quality education, the Colorado Academic Library Committee in cooperation with the Colorado Commission on Higher Education will sponsor a conference in the Fall of 1983 on "Integrating Libraries Into the Educational Mainstream", which will bring together teams of three (one librarian, one classroom faculty member, and one academic officer at the vice president or dean level) from each participating institution. Furthermore, the proceedings and recommendations of this conference will be distributed throughout the State.

Recommendation #6

As a follow up to the State Conference on "Integrating Libraries Into the Educational Mainstream", the Colorado Academic Library Committee in cooperation with the Colorado Commission on Higher Education will facilitate the formation of a task force made up of a representative group of classroom faculty, librarians and media specialists to develop a series of models for promoting curriculum/classroom faculty development. The report on these models will be widely distributed in the State for use as desired by individual campuses.

LIBRARY SERVICES (con't)

Background

As new demands confront higher education, corresponding challenges confront academic libraries calling for critical self evalution and careful planning to support and promote the learning and research goals of their parent institutions.

Unfortunately, in many cases libraries are overlooked in their traditional roles as the resources base for the curriculum much less being thought of as contributing to the solution of more recent higher education concerns, such as the diversity in students' academic abilities; increasing emphasis on individualized instruction; rapid change including obsolescence of knowledge; and the increasing potential and use of technology in education. A major educational program should be developed to inform students, faculty, administrators, legislators and the general public of what academic libraries currently offer and what they could offer to support established educational priorities of the State.

Better public awareness will provide support for positive library efforts and impetus for those who are reluctant to respond to new challenges. The educational activity required to effect such a change should occur at the State level.

Recommendation #7

Statewide activities on educational technology should specifically address the role of academic libraries, as appropriate, in relation to the future of such technology in higher education. To accomplish this the Colorado Academic Library Committee will keep informed of such activities and seek appropriate representation.

Recommendation #8

Libraries should cooperate and actively seek involvement in campus activities directed at use of educational technology for instruction both on and off campus.

Background

Both the Governor and the Colorado Commission on Higher Education established major task forces to explore the role of telecommunications in their areas of concern. When the Colorado Academic Library Master Plan was drafted, neither of these studies was complete enough to provide clear direction for academic library planning. It is clear, however, that the information industry is directly affected by telecommunications.

Also, the need for lifelong and individualized learning opportunities has been documented in educational literature. Self-paced learning materials, available in a variety of formats, have to a small extent made these ideals a reality. However, limited software, lack of access and the traditional reluctance to change mean that the impact on higher education has not yet been realized fully, particularly in the four year institutions. Telecommunications advances and the ability to individualize media will change this situation.

Therefore, it is appropriate in this plan to recommend exploration of how technology, especially telecommunications can benefit library services and assist libraries in contributing to quality education and research in the State.

NETWORKING

- The structures required for cooperative acquisitions, and automated cataloging and interlibrary loan services.

Recommendation #1

All academic libraries not presently taking advantage of a bibliographic utility should, at the earliest date begin participation with the Online Computer Libraries Center (OCLC) system or another national bibliographic utility which allows interfacing with OCLC.

Background

The development of computerized networking systems will have a substantial impact upon resources and demands for access to information. The majority of public and private academic libraries in Colorado now participate in one of the national bibliographic systems. This offers a variety of access points for library users, both directly and through interlibrary loan. Also, it permits the libraries using the same system to develop cooperative computerized projects.

An academic library's lack of participation in a computerized networking system reduces that library's service to its faculty and students and prevents the library from effectively interfacing with other academic libraries on Statewide cooperative computer projects. Those institutions unable to support stand alone systems might explore cooperative arrangements with other institutions.

Recommendation #2

The online catalog developed by the Colorado Alliance of Research Libraries should be implemented promptly with support and financial backing as appropriate from individual institutions, governing boards, the Colorado Commission on Higher Education and the State Department of Education.

Recommendation #3

Once the online catalog is fully operational a plan including costing, joining, and organizational options which will allow other academic libraries to come online will be developed. This plan will be widely distributed, discussed thoroughly, and modified as needed by the end of the second year of operations so that other libraries may participate in the online catalog.

Background

Budgets for library materials to support the individual institutions' missions are not adequate to keep up with inflation or the information explosion; therefore, the Colorado Alliance of Research Libraries has promoted the concept of cooperative acquisitions. To implement this concept requires that the member libraries know the holdings in all other members' collections; the online catalog is the best solution. Also, the national system of cataloging changed early in 1981; the new catalog cards are incompatible with existing card catalog records, and the cost of making existing catalogs compatible with the new cataloging is prohibitive.

Again, the online catalog is the best solution, as its operating cost will be signficantly less than maintaining the existing card catalogs and making them compatible with new cataloging rules.

In addition to being cost effective, the online catalog will provide more efficient use of the combined holdings of the Colorado Alliance of Research Libraries which represent 46% of the books and 90% of the unique titles held by Colorado libraries. The basic plan is to create a computer file of the bibliographic records of each of the members' holdings and to develop software which will enable and encourage sophisticated searching of the file. Simplified cataloging elements will be presented, making identification of relevant material easier and improving the use of the collection. Approximately 200 terminals will eventually be placed in member libraries for direct user access, replacing the traditional card catalog with all its limitations. Users will be able to access instantly the combined collections of all the members, i.e., those portions of the collection in machine readable format (see Access Recommendation #3).

Once the online catalog is fully operational it should be made available to other libraries in the State. Thus, access to the collections of the Colorado Alliance of Research Libraries could be provided to all Colorado citizens. Also, the quantity and titles of materials available will increase when other institutions add their holdings to the data base.

Recommendation #4

In order to secure funding for developmental and major capital purchases for automation and networking projects which are consistent with the Colorado Academic Library Master Plan and which go beyond what can be funded by an individual governing board, the Colorado Academic Library Committee will, with the approval of the institutional governing boards, facilitate cooperative efforts among the governing boards, the Colorado Commission on Higher Education, and the Colorado State Library in obtaining funding from all appropriate sources.

Background

The securing of funding outside of institutional budget structures will facilitate participation of all Colorado Academic Libraries in automation and networking activities. Total participation is essential to the futures of the individual libraries and to a Colorado library network which will make the total information resources of the State available to all Colorado citizens.

Recommendation #5

National standards for bibliographic record format and content should be adhered to in future networking efforts in Colorado in order to permit the interfacing of networking activities in the State and on a national basis.

Background

Acceptance of national bibliographic standards for record format and content are necessary to permit the interfacing of library networks in Colorado and the nation; this, in turn, will allow better user access to information. For all practical purposes, this currently means a MARC format as adopted by the American National Standards Institute Committee Z-39, which is concerned with fundamental standards for the library and information sciences, and as endorsed by the State Board of Education LSCA committee in the Spring of 1981. The networks presently in Colorado include libraries using OCLC and RLIN (both of which are based on the MARC format) as well as local systems, some of which are currently neither MARC based or MARC compatible.

ADMINISTRATION

- The coordination and development of library services and resources.

Recommendation #1

Publicly supported academic institutions and their governing boards should be supportive of the existing framework for acquisitions budget planning as provided in the Association of Public and University Presidents' acquisitions funding formula. In addition, special provision must be made for retrospective purchasing when new degree programs are approved by the Colorado Commission on Higher Education or when new certificate programs are approved by the State Board of Community Colleges and Occupational Education. The formula should also serve as a valuable guideline for private institutions.

Background

The Association of Public College and University Presidents appointed a subcommittee in 1976 to devise a formula to determine budget requests for library materials. Subsequently, each institution's existing holdings in the subject areas specified by the Higher Educational General Information Survey (HEGIS) were determined. Then a formula was developed which took into consideration the strengths of the collections in the subject areas, the programs of the institutions, unit costs of materials, and the number of books published annually in the HEGIS subject areas. The formula has been reviewed annually, is equitable and provides for continued development of collections.

Two problems exist, however. First, the Legislature funded this formula at only 55% or less each year. The impossibility of this situation in terms of adequate support for instruction and research can be seen if one thinks in terms of what would happen if the faculty formula had been funded at the 55% level. At such a reduced funding level, the integrity of the formula is destroyed, preventing the libraries from even maintaining the quality of the collections previously developed. Also funding for materials for new programs, requiring the purchasing of basic materials, was not a part of the formula and has not been considered by the Legislature or institutions in initiating such programs; special funding provisions for library materials to support new programs must be made.

The State's departure from formulas to more flexibility in budgeting for governing boards adds a new dimension to the problem. The assumption that basic collection adequacy and equitable support across the State have been achieved is erroneous in the case of the acquisitions formula where funding has been at such a low level. Unless a more reasonable funding level is achieved throughout the State and unless the current cooperative mechanism for acquisitions budget planning or some adequate substitute continues, the overall resource base for Colorado may be seriously eroded and some institutions may come to depend on the resources of other campuses rather than adequately providing for their own academic programs.

ADMINISTRATION (con't)

Recommendation #2

Guidelines developed by individual institutions and the Colorado Commission on Higher Education for State funded organized research should include assessment of and provision for required library resources and services.

Background

The Colorado Commission on Higher Education is developing guidelines for on-campus research; individual institutions may be doing the same, as most are involved in some on-campus research. However, while this research often requires library resources and services such as data-base searching and interlibrary loan, frequently the library staff is not consulted regarding the impact of research on the collection or services. Therefore those individuals drafting guidelines are unaware of the library services available and used as well as the related costs in providing library support for research. It is essential that both be considered and included in research planning at the State and institutional levels.

Recommendation #3

An equitable academic library staffing guideline is needed. One is currently being developed by the Association of Public College and University Presidents' Formula Financing Library Subcommittee and should be completed as quickly as possible.

Background

Certainly realistic guidelines for staffing levels are advisable for use by governing boards and individual institutions whether publicly or privately supported. All public academic librarians are keenly aware of the problems resulting from the Association of Public College and University Presidents' Library Staffing Formula. The formula itself has limitations. Also, the Joint Budget Committee staff has funded only parts of it and frequently modified those parts. Such inconsistent funding makes planning extremely difficult, and sometimes impossible.

The Staffing Task Force of the Association of Public College and University Presidents' Formula Financing Library Subcommittee is analyzing staffing guidelines, including those used in other states. Although there is merit in developing new guidelines based on a full study of the time required to perform library operations, such a study is a lengthy process which could result in conclusions similar to those reached by other states. Therefore, the task force is attempting to modify one of the existing guidelines to meet Colorado's needs. Revised guidelines should provide for

1. staffing for media production.
2. staffing for community use.
3. staffing related to acquisitions levels.
4. staffing for library instruction.

ADMINISTRATION (con't)

5. possible staffing allocation considering enrollment averages for a period of years.

Recommendation #4

A plan for a continuous staff development program responsive to the needs of all types of academic library personnel will be developed by the College and University Division of the Colorado Library Association (CLA). By Spring of 1983 this plan will be submitted to the CLA Executive Board for review prior to implementation by CLA.

Background

As society becomes increasingly dependent on the access and use of information, there will be growing need for library staffs to be knowledgeable about information needs, means of information transfer and the latest technologies for the management of information resources. In addition, repeated staff development analyses across the country have documented the need for training in managerial and supervisory skills to ensure competent delivery of library services. Continuing education programs for all types of library personnel must address these concerns to ensure libraries' ability to meet society's evolving information needs.

It is important to recognize, plan and promote strong continuing education programs that transcend the resources of individual libraries. This can be accomplished best by College and University Division of the Colorado Library Association working in conjunction with the State Library's Continuing Education Consultant. Strong library administrative support will be required to ensure adequately implementing the plan once it is developed.

MASTER PLAN IMPLEMENTATION AND MAINTENANCE

- The means of which the master plan can be effectively implemented and updated.

To plan effectively for future development and to coordinate progress, academic libraries' relationships with appropriate State agencies and groups need to be formalized. To accomplish this the following actions will be taken:

Recommendation #1

Each institution should include library goals and objectives in its campus master plan. These should contribute to and be reflective of the Colorado Academic Library Master Plan.

Background

In the current institutional master plans, the role of the library within the campus is stated in very general terms or not at all. The role should be reexamined considering the library as a part of the total educational process, not as a separate entity. Such things as the information explosion, technological advances, individualized learning processes, increasing adult learning, and the diversity in students' academic abilities make it essential to define the role of the library within the educational mission of the institution. Therefore, goals and objectives for the library should be written into each campus master plan to provide direction for library planning and a basis for accountability.

Recommendation #2

Incorporation of the Colorado Academic Library Master Plan (CALMP) into the Colorado Commission on Higher Education and the Colorado State Library master plans will be actively sought. Endorsement and adoption, as appropriate, of CALMP by academic governing boards, the Association of Public College and University Presidents, and the Colorado Association of Community/Junior College Presidents will be actively sought.

Background

An academic library master plan is of value in direct proportion to how much it is used as a guide for planning on a Statewide and individual campus basis. Incorporation of the academic library master plan into the Colorado Commission on Higher Education and the Colorado State Library master plans is essential to provide broad direction at the State level and to facilitate cooperative activities necessary to making available all the library resources of the State to all Colorado citizens.

However, Statewide cooperation and progress cannot be achieved unless there is also support at the local level. If there is institutional and governing board commitment to the need for a quality library information base for learning and research in the State plus endorsement of a plan to promote the same, then progress can be made. For this reason, official endorsement of organizations such as the Association of Public College and University Presidents and the Colorado Association of Community/Junior College Presidents as well as that of the academic governing boards is of prime importance.

MASTER PLAN IMPLEMENTATION AND MAINTENANCE (con't)

Recommendation #3

A change in procedure will be actively sought so that academic representation on the Colorado Council for Library Development (CCLD) will be selected by the State Board of Education from nominees for each position recommended by the Colorado Council of Academic Libraries and forwarded to the Board by CCLD.

Background

As the library directors for all public and private academic libraries are members of the Colorado Council of Academic Libraries, this group is representative and, therefore, most appropriate to recommend nominees for the academic appointments to the Colorado Council for Library Development.

Recommendation #4

A Colorado Academic Library Committee will be established to facilitate the implementation and updating of the master plan and to report accordingly to the academic community. The Committee will continue to identify and analyze problems of general concern to academic libraries, calling attention to the same and suggesting solutions as appropriate.

Background

As it is important that this Master Plan be a viable and current document, the Colorado Academic Library Committee would

1. initiate actions necessary to implement the Colorado Academic Library Master Plan.

2. review the progress of the Colorado Academic Library Master Plan and update it on a continuing basis.

3 report on the progress, updating and implementation of the Master Plan to the academic community as well as for subsequent updatings of the appropriate sections of the Colorado Commission on Higher Education and the Colorado State Library's master plans.

4. provide advice relating to academic libraries, as appropriate, to public and private institutions, governing boards, the Association of Public College and University Presidents, Colorado Association of Community/Junior College Presidents, Colorado Board of Education, the Colorado Commission on Higher Education, and other State agencies.

This Committee will be based on the Colorado Academic Library Master Plan Committee. Members will serve for three-year overlapping terms; Colorado Council of Academic Libraries will fill vacancies by appointment, preserving the representative nature of the Committee. Representation will include a

1. community college librarian.
2. Western Slope librarian.
3. four year college librarian.
4. non-state supported librarian.
5. specialized academic librarian.
6. research librarian.
7. representative of the Colorado Alliance of Research libraries (to be appointed by CARL).
8. representative of Colorado Council of Academic Libraries.
9. staff support member for Colorado Commission on Higher Education (to be appointed by CCHE).

In addition, there will continue to be non-voting representation from the two statuatory bodies: the Colorado Commission on Higher Education and the Colorado State Library as well as the Association of Public College and University Presidents.

The current membership will remain through June 1982, with the term of office for each determined by the co-chairperson.

Appendix A

ACCESS POLICY GUIDELINES*

Approved as policy by the Board of Directors of the Association of College and Research Libraries, July 3, 1975.

Introduction

The committee has developed the following guidelines to assist academic libraries, whether public or private, urban or rural, in codifying their policies with respect to access by persons other than their respective primary clientele. The guidelines are intended to deal primarily with on-site access, but they may be used as the basis to cover other means of community access such as written and telecommunications inquiries.

The goal of total access to information is a major concern of librarians as articulated by the ALA Goal and Objectives statement, the first objective of which is as follows:

> Provision of library and information services and resources for all the people of the United States of America in order to increase their opportunity to participate in society, to learn, to achieve self-fulfillment, to pursue careers, and to obtain information needed for research.[1]

In addition, the National Commission on Libraries and Information Science has stated in its report, Toward a National Program for Library and Information Services: Goals for Action,

> ... the total library and information resource in the United States is a national resource which should be developed, strengthened, organized, and made available to the maximum degree possible in the public interest. This national resource represents the cumulated and growing record of much of our nation's, and indeed, much of the world's, total cultural experience-intellectual, social, technological and spiritual.[2]

While these two statements do not necessarily imply on-site access, or the other forms discussed, many academic libraries are mindful of the need to articulate clearly their policies relating to collections and services.

Institutional goals and circumstances are highly variable, making it both unworkable and undesirable to be prescriptive in approaching the question of community access to

"Access Policy Guidelines," Association of College and Research Libraries News, American Library Association, Volume 36, Number 10, Nov. '75, pp. 322-323.

library collections and services. Public and private academic libraries have an obligation to examine their particular institutional goals as well as specific educational and legal responsibilities preparatory to articulating a policy on community access. The purpose of sharing library resources consistent with such a policy is to ensure that appropriate use is made of all collections and services. The reader must be assisted in terms of where to go first for material and what steps are necessary to obtain the information on material needed.

For the purposes of this document, "community" is considered to include those individuals outside the library's primary clientele who may have occasion to make personal use of its collections and/or services.

Frequently libraries within the community have developed cooperative use agreements on the basis of the types of material collected and general, consequent strengths associated with the respective libraries. This development provides a reasonable basis for instructing a variety of users in the appropriateness of using various collections.

Whether or not formal cooperative agreements exist, librarians are obligated to be well-informed about the policies and resources of other libraries in the area in order to make appropriate referrals. All libraries, regardless of size or prestige, have something to contribute to total information resources, and informal cooperation can help to alleviate the problems associated with community access to academic libraries.

It is recommended that the policy statement be made available to all users in an attractive format.

Outline

Consideration of the following outline may be helpful in arriving at and stating an access policy.

1.0 PURPOSE OF LIBRARY

2.0 COLLEGE OR UNIVERSITY LIBRARY CHARACTERISTICS

2.1 Location of library - urban, rural.

2.2 Source of library funding, public, private.

2.3 Strength of library collections.

2.4 Number of persons constituting primary clientele.

2.5 Space/seats available for users.

2.6 Service personnel available by function location, day and time.

2.7 Administrative services-where policy inquiries are to be directed.

ACCESS POLICY GUIDELINES (con't)

2.8	Legal obligations and restrictions.
3.0	COMMUNITY FACTORS
3.1	Other libraries in the community.
3.1.1	Location.
3.1.2	Size.
3.1.3	Nature of collections.
3.1.4	Services.
3.1.5	Clientele.
3.1.6	Regulations for use.
3.1.7	Networking and cooperative arrangements.
3.2	Social and political factors.
4.0	CHARACTERISTICS OF POTENTIAL USERS AND USE
4.1	Size of groups.
4.2	Age and educational level.
4.3	Nature and purpose of use.
4.4	Types of material to be used.
4.5	Hours of use.
4.6	Services required.
4.6.1	Informational and directional assistance.
4.6.2	Reference assistance.
4.6.3	Borrowing: registration, notices, billing, etc.
4.6.4	AV systems and equipment use.
4.6.5	Copying service.
4.6.6	Use of meeting space, display space.
4.6.7	Interlibrary loan.
4.6.8	Special fee-based services.

NOTE: Specific institutional policy statements should incorporate relevant factors from the foregoing outline. It is not intended that the outline itself prescribe the form and character of the resulting policy statement.

Sample Outline
For a Policy statement

1. Definition of library purpose.

   Statements of mission and goals immediately establish the basis for public expectations. For example. if users not immediately associated with the particular institution are told they do not constitute part of the primary clientele, they have modified expectations. This statement ought to be presented in positive language, briefly stating the nature of the library mission.

   An example of such language follows:

   The library constitutes a vital instructional and research arm of the University of _____ and exists primarily to contribute to the university's teaching and research functions. In addition, the library seeks to serve the citizens of the State of _____, consistent with its primary function and within the limits of its resources.

   If liberal access and service are the norm, this can be reflected in the mission statement. A statement of how the library fits into a general plan of library services among libraries in the state or other organized service groups might also be included, if available.

2. Basis for community service.

2.1 Definition of community.

2.2 Categories of eligible users.

3 Specification of identification and types of access.

3.1 I.D. cards, or introductory letters from home institutions, consortia cards, or cooperative library cards, etc., required.

3.2 Non-fee access.

3.3 Fee access.

3.3.1 Identification of fee categories and amounts.

3.3.2 Basis of valid fee period (i.e., semester, quarter, fiscal or calendar year, etc.).

3.3.3 Payment details (when and where).

ACCESS POLICY GUIDELINES (con't)

4. Services.

4.1 Circulation regulations.

4.1.1 Identification required of user.

4.1.2 Loan periods if applicable (specify general-use materials not subject to loan and loan periods by type if applicable).

4.1.3 Access to special collections or library branches if not covered above.

4.1.4 Special distinctions among nonaffiliated users if applicable (e.g., students from other colleges, schools, teachers, other professionals).

4.1.5 Sanctions (including fines and replacement of lost or damaged material).

4.2 Security measures - exit control.

4.3 Information services.

4.3.1 Description of available services by broad subject or type (e.g., humanities, documents, archives, maps, etc.) and location.

4.3.2 Basis of access (in-person, phone, letter, etc.).

4.3.3 Hours of service (noting special limitations for community users).

4.4 Other services.

4.4.1 Reproduction services and costs.

4.4.2 AV equipment and personnel available.

4.4.3 Conference rooms/auditoriums (availability and process for reserving).

4.4.4 Display space.

4.4.5 Special fee-based services (e.g., access to computerized bibliographic data bases).

References

1. American Library Association. "Goal and Objectives of the American Library Association" as adopted by the Council of the American Library Association, January 24, 1975.

2. U.S. National Commission on Libraries and Information Science, "Toward a National Program for Library and Information Services: Goals for Action" (Washington, D.C.: 1975) p.x.

APPENDIX B

RECIPROCAL BORROWING AGREEMENT

In order to provide greater and more convenient access to resources for the members of their institutions, the Colorado Council of Academic Libraries as indicated by the signatures on the attached sheet, hereby enter into an agreement to extend reciprocal library borrowing privileges to students, faculty and staff of each porticipating institution on (date).

Borrowers will identify themselves by presenting current and valid identification cards as issued by their respective institutions. Upon presentation of such identification the bearer shall be permitted the use of materials from the host library under the rules and conditions which prevail at that library. Should a borrower incur fines or charges for the loss or damage of borrowed materials, the borrower is responsible for payment of those charges to the lending institution. Should a borrower fail to make prompt payment of the charges, the home institution agrees to assess the payment to the borrower in a manner appropriate to the home institution.

In July 1983, and annually thereafter as long as this agreement is in effect, the participating libraries agree to pay any unpaid assessments for lost or damaged materials incurred by their patrons. It is expected that the majority of such charges will have been paid by the responsible borrower, but in the event the collection of such charges proves unsuccessful the two concerned libraries will settle the accounts in the interest of good interinstitutional relations. The individual institutions may, of course, continue their efforts to collect the payments due from individual borrowers enrolled with or employed by them.

Copies of the lending policies of each library are attached to this letter of agreement. Each library will assume responsibility for notification to members of its institution concerning the terms and conditions of this agreement. Any library may withdraw from this agreement effective July 1 of a given year providing written notice is given to other participants a month in advance.

Each library agrees to provide to the others, upon request, the latest known address and telephone number of a student, faculty or staff person for purposes of mailing or telephoning overdue or recall notices.

Each library will send overdue, recall, and billing statements directly to borrowers regardless of institutional affiliation. After two notices, the lending library will notify the library of the delinquent borrower in writing of unreturned items and charges to be collected for payment to the lending library.

APPENDIX C

"GUIDELINES FOR THE FORMULATION OF COLLECTION DEVELOPMENT POLICIES"*

2.2 Elements of a collection development policy statement.

2.2.1 Analysis of general institutional objectives including:

(1) Clientele to be served

(2) General subject boundaries of the collection

(3) Kinds of programs or user needs supported (research, instructional, recreational, general information, reference, etc.)

(4) General priorities and limitations governing selection, including:

(a) degree of continuing support for strong collections

(b) forms of material collected or excluded

(c) languages, geographical areas collected or excluded

(d) chronological periods collected or excluded

(e) other exclusions

(f) duplication of materials (generally treated; but see also 2.1.1, Note, which states: The collection development policy statement addresses the question of breadth and depth of subject coverage. Libraries will need to formulate separate statements of policy relating to duplication of materials; and such additional policy statements must be given consideration in fund allocation.)

(5) Regional, national, or local cooperative collection agreements which complement or otherwise affect the institution's policy.

2.2.2 Detailed analysis of collection development policy for subject fields. The basic arrangement of this analysis is by classification; a parenthetical subject term follows the class number for ease of interpretation. A suggested minimum of refinement of the

*"Guidelines for the Formulation of Collection Development Policies," Library Resources and Technical Services, American Library Association, vol. 21, no. 1, Winter, 1977, pp. 44-45.

Library of Congress classification on which to structure the analysis is the breakdown into approximately 500 subdivisions used in: Titles Classified by the Library of Congress Classification: Seventeen University Libraries. Preliminary ed. Berkeley, General Library, University of California. 1973. (A list of the classes used in that survey is appended to these guidelines.) For Dewey or other classifications, a comparably refined breakdown should be attempted.

Note: This recommendation indicates a minimal refinement of classification analysis needed to permit inter-institutional comparisons. Many libraries will prefer to analyze their collections in greater detail.

For each subject category (i.e., classification number or group of numbers), indicate the following:

(1) Level of collecting intensity codes to indicate:

(a) existing strength of collection

(b) actual current level of collection activity

(c) desirable level of collecting to meet program needs

(2) Language code or codes

(3) Chronological periods collected

(4) Geographical areas collected

(5) Forms of material collected (or excluded)

(6) Library unit or selector with primary selection responsibility for the field

2.2.3 Detailed analysis of collection development policy for form collections.

In some libraries special collection development policy statements are required for certain forms of materials, where policy governing the collection of those materials differs from the library's general policy for subject collections. Some examples of forms for which special policy statements may be needed include:

(1) Newspapers

(2) Microform collections

(3) Manuscripts

(4) Government publications

(5) Maps

(6) Audio-visual materials

(7) Data tapes

Where possible, it is desirable that the basic structure of the policy statement for a form collection follow subject classification; but with some form collections it will be necessary to use another primary arrangement (kind of material, area, etc.). For example, the policy statement for a map collection might be divided first into "general maps." "topographic maps," "thematic maps," "raised relief maps." etc., with sub-division by area classification; that for a newspaper collection might be primarily by political division.

Whatever the basic structure chosen. the detailed analysis of collection development for a form collection should include the elements identified in 2.2.2 (1) - (6) above.

2.2.4 Indexes

The information in the policy statement should be made accessible for a wide variety of purposes. To this end an index should be appended which correlates subject terms to class numbers. Individual libraries may also wish to index by academic programs, library units, or other key words or concepts."

Appendix D

GUIDELINES FOR BIBLIOGRAPHIC INSTRUCTION IN ACADEMIC LIBRARIES

The college and university library performs a unique and indispensable function in the educational process. It bears the central responsibility for developing the college and university library collections; for extending bibliographic control over these collections; for instructing students formally and informally; and for advising faculty and scholars in the use of these collections.

In order to assist college and university libraries in the planning and evaluation of effective programs to instruct members of the academic community in the identification and use of information resources, the identification and use of information resources, the following guidelines for bibliographic instruction in academic libraries are suggested:

1. assess the needs of its academic community for orientation to the library's facilities and services, and for instruction in the use of the library's collections and bibliographic structure;

2. prepare a written profile of the community's information needs;

3. develop a written statement of objectives of bibliographic instruction which:

   a. includes immediate and long range goals with projected timetables for implementation;

   b. is directed to specific identified needs within the academic community, and permits various methods of instruction for all segments of the academic community who have a need to use library resources and services;

   c. outlines methods by which progress toward the attainment of instructional objectives can be measured. Methodology must provide for measures of learning.

4. provide continuing financial support for bibliographic instruction,

   a. clearly identifiable within the library's budget program and statements;

   b. sufficient to provide the professional and supportive staff, equipment, materials and facilities necessary to attain the delineated objectives.

5. employ librarians and other qualified staff to plan, implement and evaluate the program.

   a. inclusive of persons with training in: various academic disciplines. the identification and use of library resources, teaching skills, preparation and use of audiovisual and other instructional materials, preparation and use of evaluative instruments, clerical skills;

Reprinted from the April 1977 issue of College & Research Libraries News, a publication of the Association of College and Research Libraries.

b. in sufficient numbers necessary to attain the delineated objectives;

c. clearly identifiable and of a status similar to persons responsible for planning. implementing and evaluating the other major functions of the library.

6. provide facilities, equipment and materials

a. to accommodate the preparation of instructional materials and the presentation of various modes of instruction (individual, small or large group, lecture, discussion, media, etc.);

b. of sufficient size, number and scope to accommodate the attainment of the delineated objectives.

7. involve the academic community in the formulation of objectives and the evaluation of their attainment.

8. evaluate regularly the effectiveness of the instructional program, and demonstrate substantial attainment of written objectives.

GLOSSARY

Academic Library	The library of a community college, four-year college or a university.
Access	A way or means of obtaining information or materials.
Association of Public College and University Presidents (APCUP)	A voluntary association of the presidents of the ten Colorado state 4-year colleges and universities and the 4 chancellors of the University of Colorado which meets monthly to exchange ideas, discuss common concerns, and discuss implications of any legislative action affecting higher education.
Bibliographic Utility	"An organization that maintains a large online bibliographic data base and provides to its customer libraries products and services (both on and offline) using that data base." Bibliographic utilities are dynamic organizations, continually developing additional capabilities and modifying existing subsystems. There are currently four bibliographic utilities: OCLC (Online Computer Library Center, serving libraries of all sizes). RLIN (Research Libraries Information Network, serving large research libraries), UTLAS (University of Toronto Library Automation Systems, serving Canadian libraries), and WLN (Washington Library Network. a regional utility serving the Pacific Northwest). From "Understanding the Utilities; an introduction to the Birth and Development of the Major Online Bibliographic Utilities," American Libraries, XI, 5 (May, 1980), p. 262.
Collection	An acumulated group of library materials. This can be a total accumulation of all library materials provided by a library for its clientele or a group of library materials having a common characteristic, such as a pamphlet collection film collection, history collection.
Colorado Academic Library Committee	A recommended committee whose composition is discussed fully in the last recommendation.
Colorado Alliance of Research Libraries (CARL)	A voluntary alliance composed of seven member libraries: University of Colorado at Boulder, Colorado State University, University

GLOSSARY (con't)

	of Northern Colorado, Colorado School of Mines, the Auraria Library, University of Denver and Denver Public Library.
Colorado Association of Community/Junior College Presidents (CACJCP)	A voluntary association of the presidents of the community and junior colleges which meets monthly to exchange ideas, discuss common concerns, and discuss implications of any legislative action affecting higher education.
Colorado Commission on Higher Education (CCHE)	A nine-member commission appointed by the Governor and confirmed by the Senate, charged with the planning and coordination of all state supported units of higher education. The commission's mission is to "promote the quality, diversity, access and accountability" of higher education while "enhancing the equality of opportunity." More specifically, the commission seeks to avoid unnecessary duplication of programs, ensure the equitable allocations of resources. and provide an efficient coordination of policies.
Colorado Council for Library Development (CCLD)	An advisory council to the Colorado State Board of Education and the State Library concerning library needs and programs in the State.
Colorado Council of Academic Libraries (CCAL)	A voluntary organization of Library Directors of all four and two year private and public academic libraries. The Council meets semi-annually to discuss mutual problems.
Colorado Department of Education (CDE)	Consists of (1) the State Board of Education, (2) the Commissioner of Education, Assistant Commissioners and other employees of the Department, including the State Library. The Department carries out the policies of the Colorado Board of Education in exercising general supervision over the public schools of the State.
Colorado Organization for Library Acquisitions (COLA)	A subcommittee of CARL which makes non-subscription purchases from common funds in order to provide the state with resources which no individual library could afford. Housing of COLA purchases is distributed among member libraries.

GLOSSARY (con't)

Colordo State Library (CSL)	The Colorado State Library, a division of the State Department of Education, is charged by State statute with encouraging Statewide library development, provide continuing education opportunities for library staffs and governing boards and coordinating resource sharing on a Statewide basis
Colorado Union Catalog (CUC)	A union catalog of author, title and subject entries which incorporates the holdings of eighty-three Colorado libraries including public, academic, school and special libraries The Catalog is complete from 1974 to the present, and includes earlier holdings of ten libraries. There are currently 850,000 titles listed. A complete update is done once a year with a supplemental listing issued six months later.
Computer Based Research	Provides information to library users through the use of automated resources.
Data Bases	Files of bibliographic or other information recorded on magnetic tape or disk for computer processing.
Facsimile	The electronic transmission of an exact duplicate of a page, a graphic, or a film image.
Hardware	The physical equipment in a data processing or other machine system (as contrasted with software).
Higher Education General Information Survey (HEGIS)	An annual U.S. Department of Education Survey of (HEGIS) all institutions of higher education which provides uniform data on higher education resources
Holdings	The books. periodicals, and other materials in a library's possession.
Information	Includes facts and other recorded knowledge found in books, periodicals, newspapers, reports, audiovisual formats, magnetic tapes. data banks (bases). and other recorded media.
Interlibrary Cooperation	Agreements between and among libraries to participate in a specific process or service for mutual benefit.

GLOSSARY (con't)

Interlibrary Loan	Arrangement by which one library lends material to a second library in response to a user request which the second library cannot supply from its own collection.
Network	Two or more libraries and/or other organizations engaged in a common pattern of information exchange, through communications, for some functional purpose. A network usually consists of a formal arrangement whereby materials, information, and services provided by a variety of types of libraries and/or other organizations are made available to all potential users.
Online Computer Library Center (OCLC)	A series of computers at Columbus, Ohio where cataloging information about books is stored in such a way that information about a given book, including a list of libraries owning it, can be called up on a TV-like screen by thousands of libraries throughout the nation. Through OCLC a book need be cataloged only once for many libraries.
Online Data Base Searching	Retrieval services involving direct interactive communication between the user at a terminal and the computer programmed to provide access to one or more data bases.
Protocols	Codes or rules prescribing correct or preferred methods or routines of accessing and using the resources and services of a network.
Regional Library Service System	Organization of multitype libraries (academic, public, school and special) established to provide cooperative interlibrary services within a designated geographical area. Membership may include any type of publicly supported library.
Serial	A publication issued in successive parts usually at regular intervals, and, as a rule, intended to be continued indefinitely.

GLOSSARY (con't)

Software	The intellectual instructions. such as a computer program, which govern machine operations.
Telecommunication	A 9 member board appointed by the governor with the consent of the Senate; it includes divisions for the State system of community and junior colleges and for occupational education. It is authorized and responsible as a governing board for the state system of community colleges and is the sole agency responsible for compliance of occupational programs with federal law. It recommends and reviews curriculum and defines requirements for appropriate degrees and certificates, subject to review by CCHE for associate programs. Also, it determines policies and fund allocation for community and technical colleges.
Union List of Serials	A central multi-institutional listing of magazines, annuals, quarterlies and other similar publications published at periodic intervals; the list also indicates the libraries which hold each item listed.

RECOMMENDED AGENCIES FOR MASTER PLAN IMPLEMENTATION

Association of Public College and University Presidents

Administration #3 (Formula Financing Subcommittee)
Master Plan Implementation and Maintenance #2

College and University Division of the Colorado Library Association

Administration #4

Colorado Academic Library Committee

Access #3, #6, #9, #10
Library Services #5, #6, #7
Networking #4
Master Plan Implementation & Maintenance #4

Colorado Alliance of Research Libraries

Access #3
Collection Development #2
Networking #2, #3

Colorado Association of Community/Junior College Presidents

Master Plan Implementation and Maintenance #2

Colorado Commission on Higher Education

Library Services, #5, #6
Networking #2, #4
Administration #2
Master Plan Implementation and Maintenance #2,

Colorado Council of Academic Libraries

Access #2, #9
Library Services #4

Individual Institutions

Access #1, #7, #8
Collection Development #1
Library Services #1, #2, #3, #8
Networking #1, #4
Administration #2
Master Plan Implementation and Maintenance #1

RECOMMENDED AGENCIES FOR MASTER PLAN IMPLEMENTATION (con't)

Library Instruction Round Table of Colorado Library Association

Library Services #4

Rocky Mountain Online Users Group

Access #6
State Board for Community Colleges and Occupational Education

State Department of Education/Colorado State Library

Access #1, #4, #11
Collection Development #1
Networking #2, #4
Master Plan Implementation and Maintenance #2, #3